

**SAS 055 Symposium**  
**Analytical Support to Defence Transformation**



***Analysis in Allied Command  
Transformation***

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**DACOS Future Capabilities Research & Technology**

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# *Outline*

- Transformation of NATO Defence Capabilities
- ACT Mission and Organisation
- Capabilities development process
- FCRT
- Analysis Coordination

# *The Future Environment*

- Foremost challenges
  - Emergence of transnational threats
  - Fallout from failing states
  - Proliferation of WMD
  - Use of asymmetric warfare
- Operations will be influenced by ‘information age’
- Political, civil, economic and military efforts must be coordinated
- Forces must be expeditionary and capable of swiftly dealing with a wide array of threats
- High intensity operations will remain the benchmark

# *Transformation of NATO Defence Capabilities*

## 20<sup>th</sup> Century

Static  
Reactive  
Regional  
Mass  
Attrition  
Deconfliction  
Supply Point Logistics  
National Intelligence

## 21st Century

Agile  
Proactive  
Global  
Effect  
Precision  
Coherence  
Integrated-Distribution  
Based Logistics  
NATO Fused Intelligence

***ACT + ACO + Nations through NRF  
= Transformed NATO Military***

# *Attributes of a Transforming NATO Force*

Deconflict  
Services &  
Cultures



Deconflicting

Stitch Nation  
Seams



Coordinating

Integrate  
NATO  
RESPONSE  
FORCE  
Capabilities



Integrating

Effects-Based,  
Collaborative,  
Network Enabled  
and Interdependent



Coherence

*It is about Culture and Product*

# *NATO Response Force*

- NRF is test bed for experimentation
- NRF designed to be:
  - flexible,
  - rapidly deployable,
  - interoperable,
  - well protected,
  - and trained.



# ACT Vision

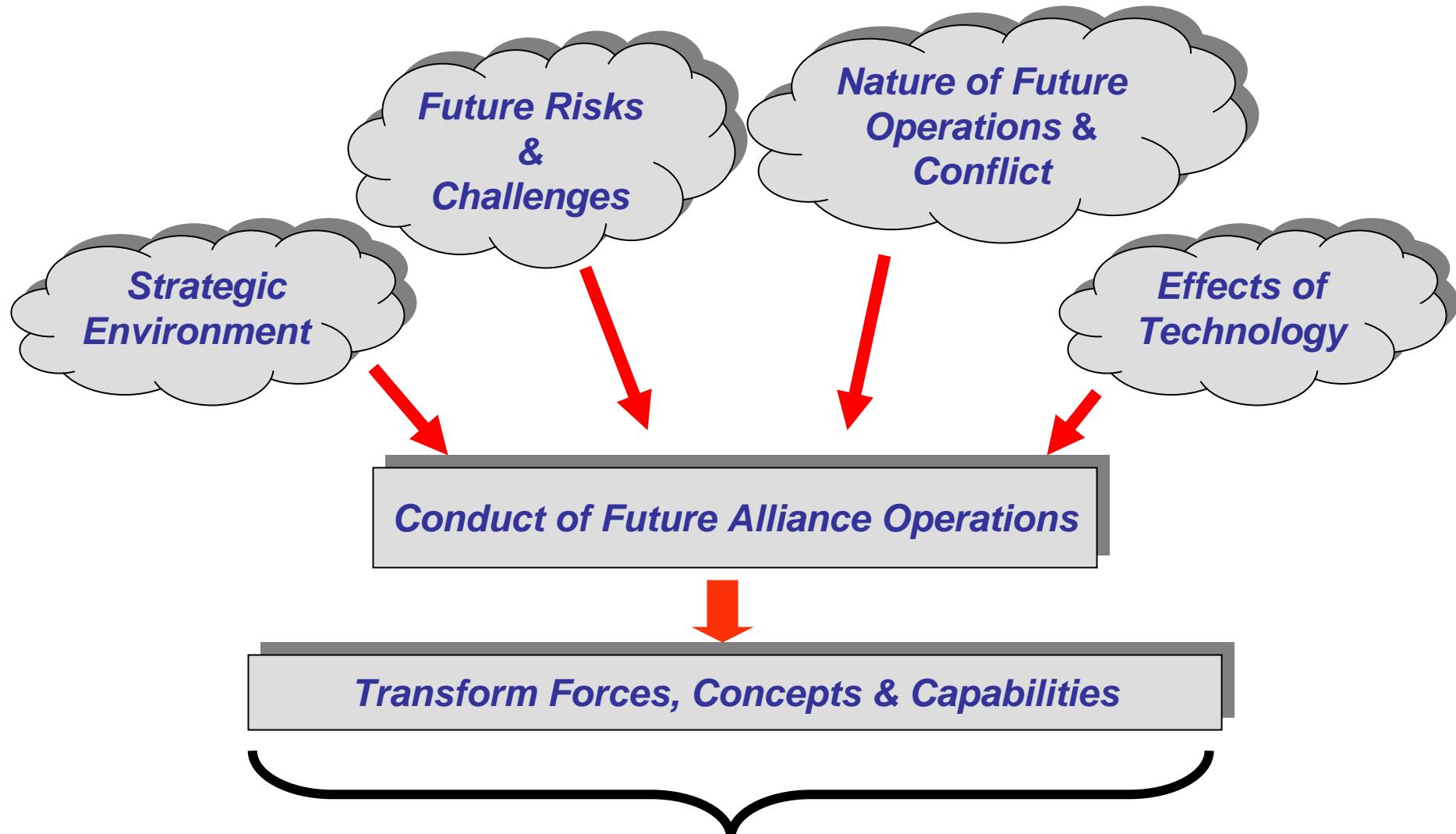
“We are NATO’s forcing agent for change, leading the continuous improvement of Alliance capabilities to uphold NATO’s global security interests.”



# *Strategic Vision - Aim*

To provide a vision of the way in which future Alliance operations will be planned and conducted, and, thereby, guide the transformation of forces, concepts and capabilities in the coming decades.

# *Strategic Vision - Development*

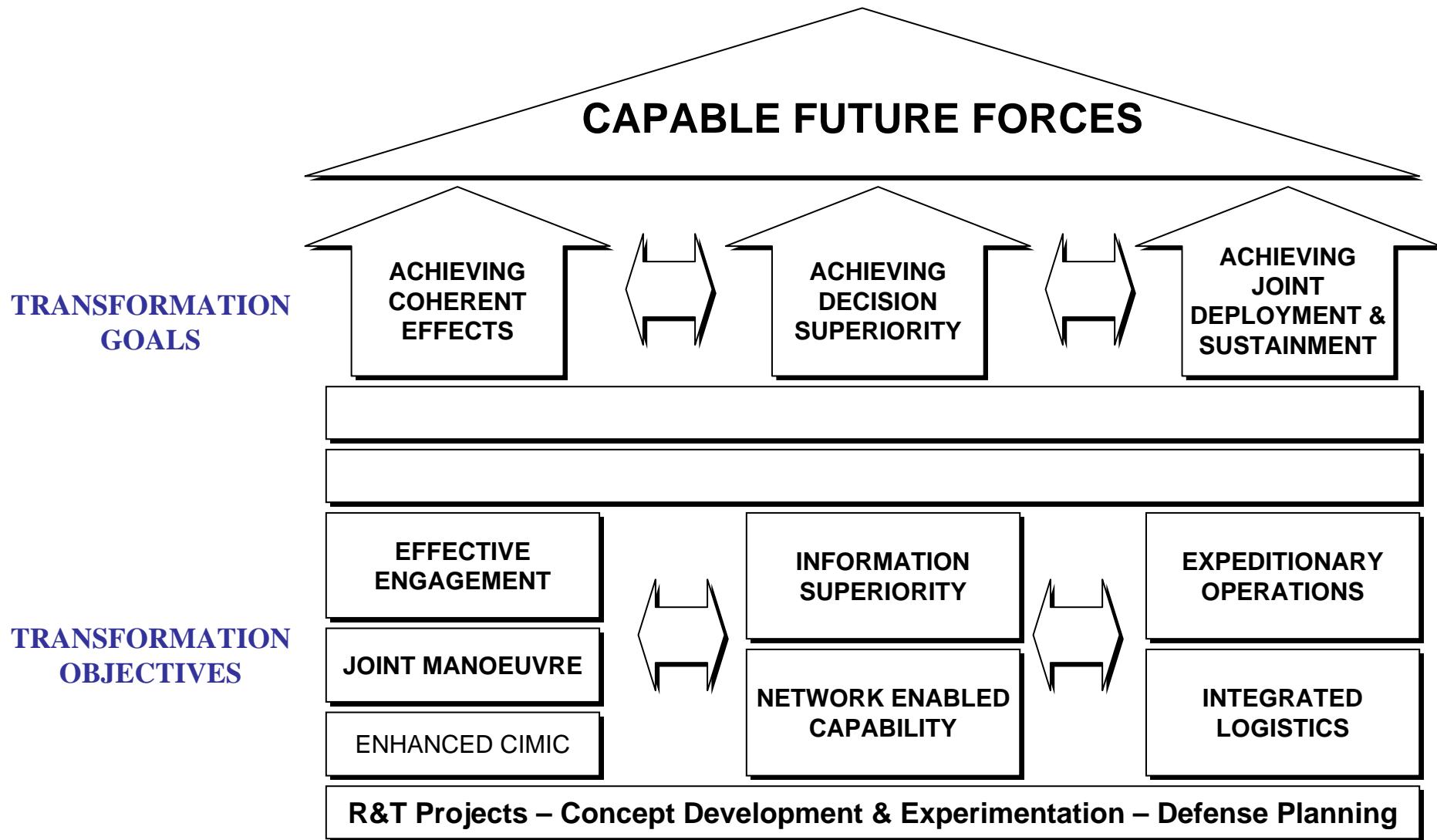


***“Strategic Vision: The Military Challenge”***

# *Effects-Based Approach to Operations*

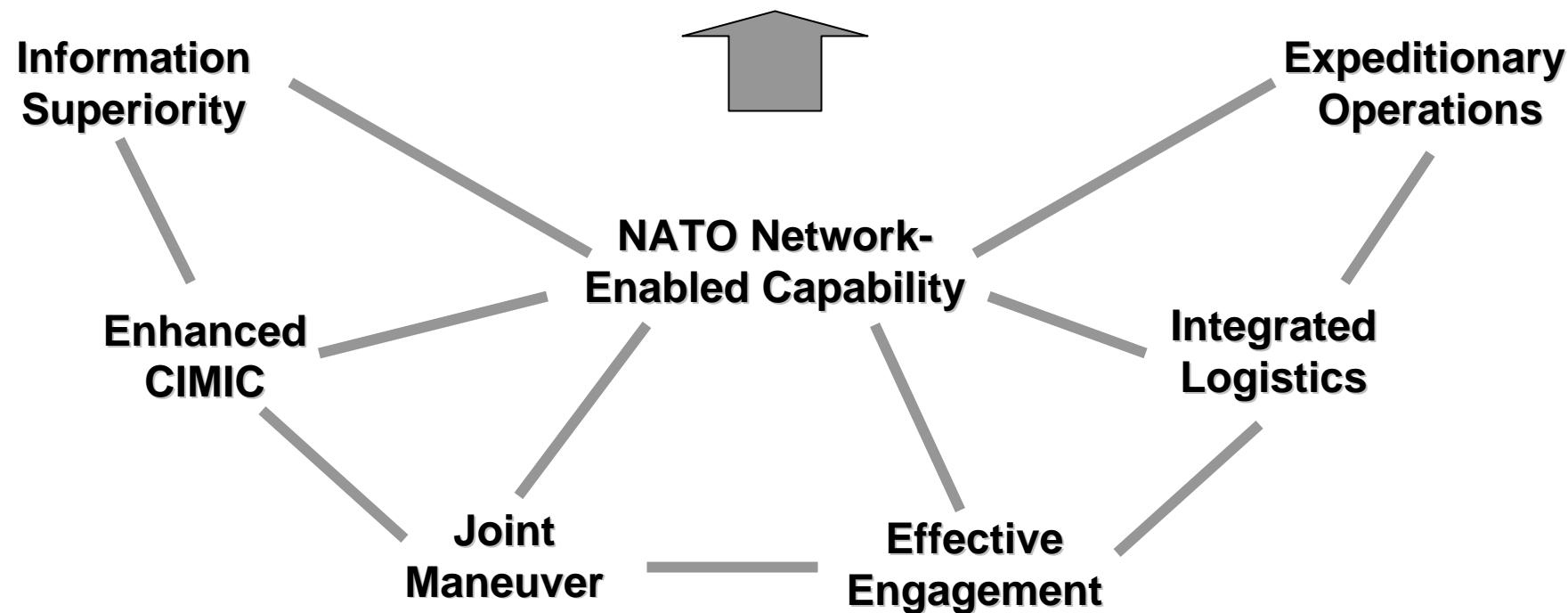
Involves the comprehensive integrated application of all instruments of Alliance power, both military and non-military, to create campaign effects which will achieve desired outcomes.

# *Effects-Based Approach to Operations*



# *Transformation Framework*

Ability to execute effects-based operations requires attributes that permit the NATO force to have DECISION SUPERIORITY over an adversary; be able to integrate capabilities to produce COHERENT EFFECTS; and be able to DEPLOY AND SUSTAIN an expeditionary force.



# *Five Domains of Transformation*

**Strategic Concepts, Policy,  
& Interoperability (SCPI)**



**Force Interoperability concepts, policy and  
procedure development and implementation**

**Joint & Combined Future  
Capabilities Research &  
Technology (FCRT)**



**Coordination of NATO research and  
technology initiatives**

**Joint Experimentation,  
Exercises & Assessment  
(JEEA)**



**Synchronization and evaluation of joint  
warfighting experimentation, Integration of  
capabilities, and experiments on tactics,  
techniques and procedures**

**Joint Education & Training  
(JET)**



**Leader development, Control of NATO  
Education/Training entities, Standardization**

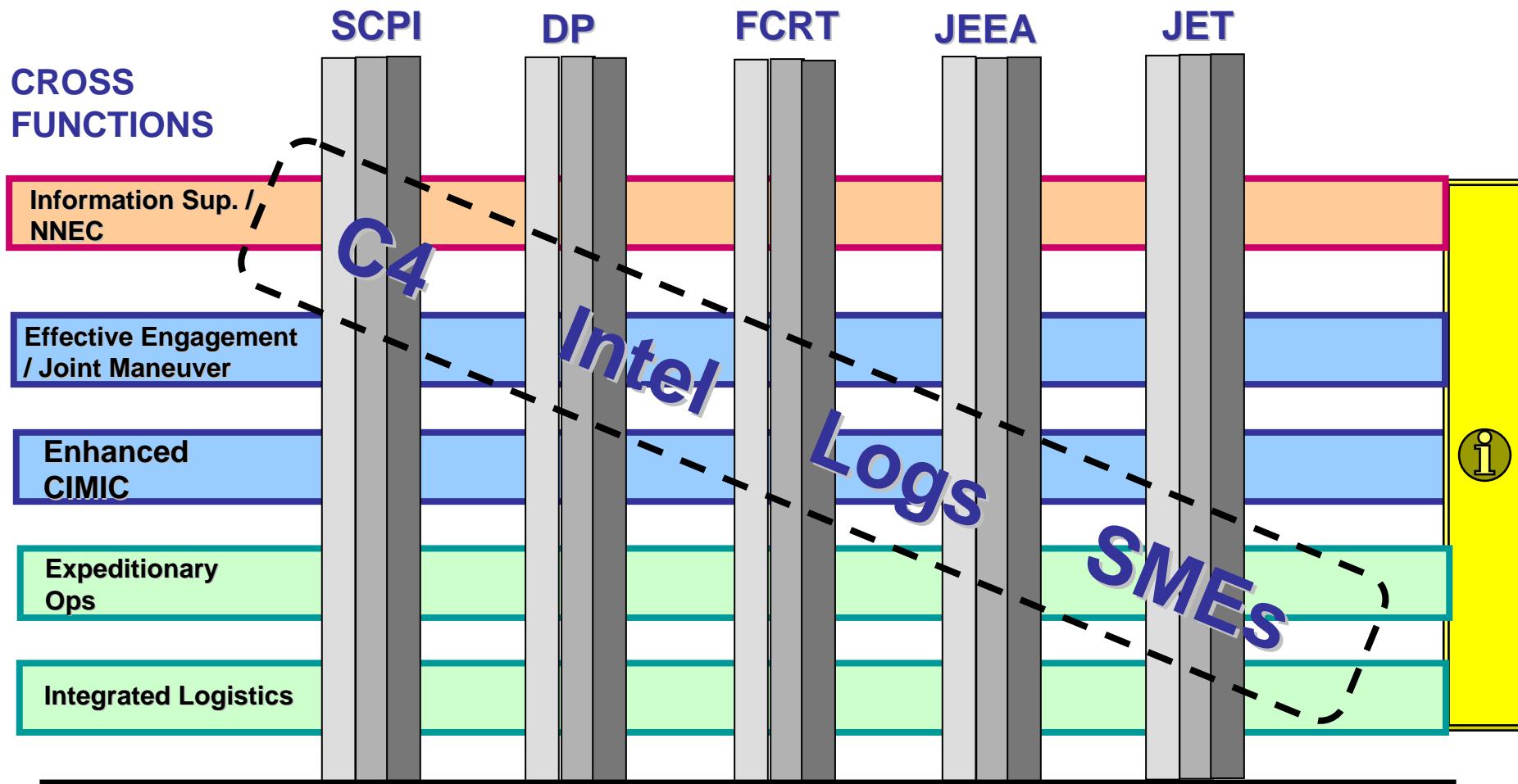
**Defence Planning (DP)  
- Requirements & Capabilities  
Planning & Implementation**



**Identification of required capabilities and  
implementation of solutions through defence  
planning**

# *ACT Matrix Organization*

# STAFF FUNCTIONS

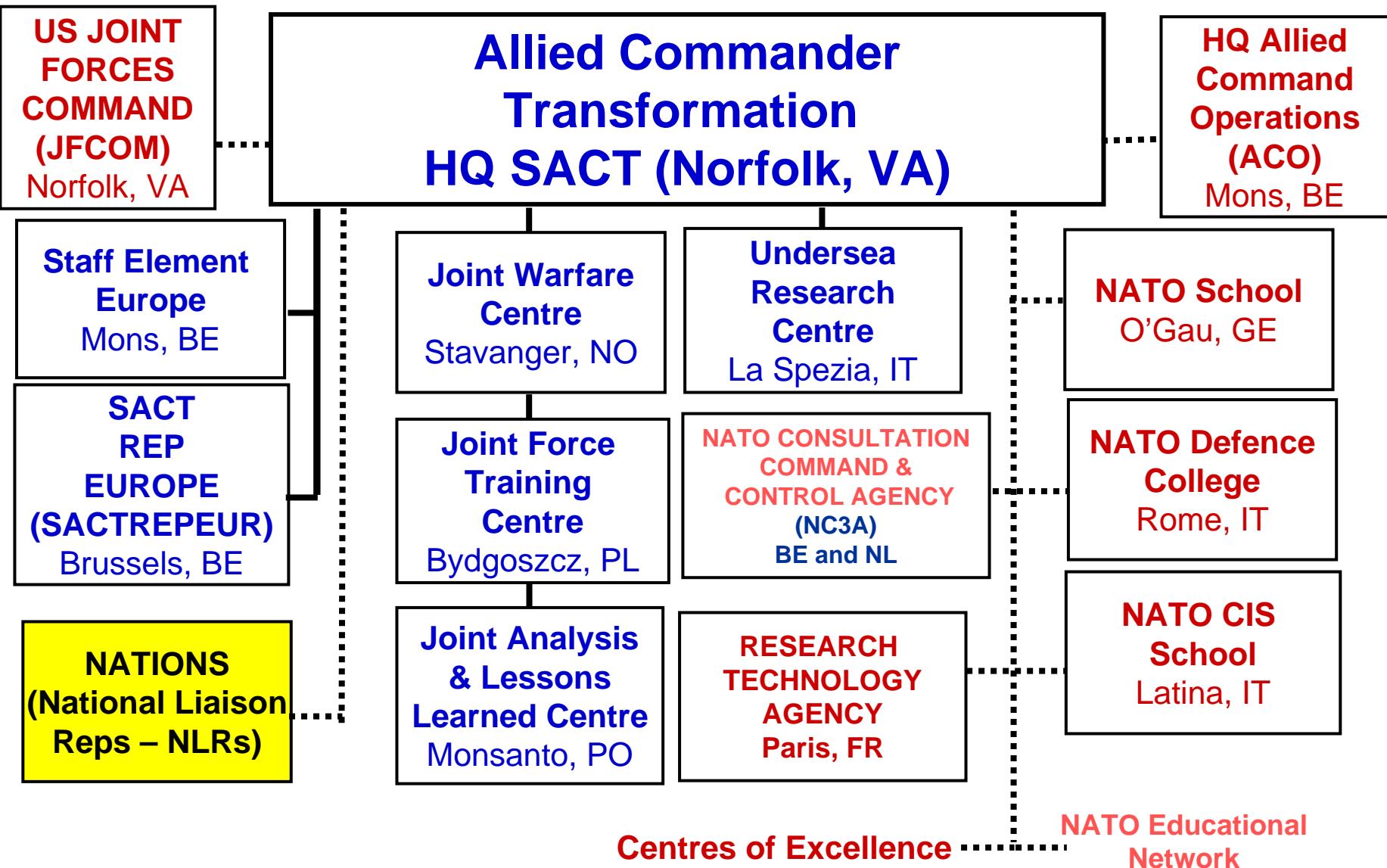


## Common Transformation Picture

# *The Hub of Transformation*



# ACT Relationships/Links



# *ACT-Industry Relationship*

- Draft policy paper being developed
- Examines various options for improving how industry can contribute to the Transformational objectives of ACT and how ACT could benefit from a direct relationship.
- Delivery for the ACT Industry Day (19 Sept 05).
- FCRT is the focal point within ACT for the relationship with industry

# *Transformation Process*

## Transformation Process

## Products

DEVELOP LONG TERM VISION

**TRANSFORMATIONAL OBJECTIVES**

DEVELOP STRATEGIC & OPERATIONAL CONCEPTS

**FUTURE OPERATIONAL CONTEXT**

IDENTIFY UNFULFILLED CAPABILITY REQUIREMENTS

**PRIORITIZED UNFULFILLED SHORT, MEDIUM & LONG TERM REQUIREMENTS**

IDENTIFY POTENTIAL SOLUTIONS THROUGH CD, R&T, CNAD, ETC

**POTENTIAL SOLUTIONS**

ASSESS SOLUTIONS THROUGH STUDIES, EXPERIMENTS, TRIALS ETC

**VALID SOLUTIONS**

DETERMINE IMPLEMENTATION APPROACH

**ROADMAPS EXPRESSED IN TERMS OF:**  
*Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, Interoperability*

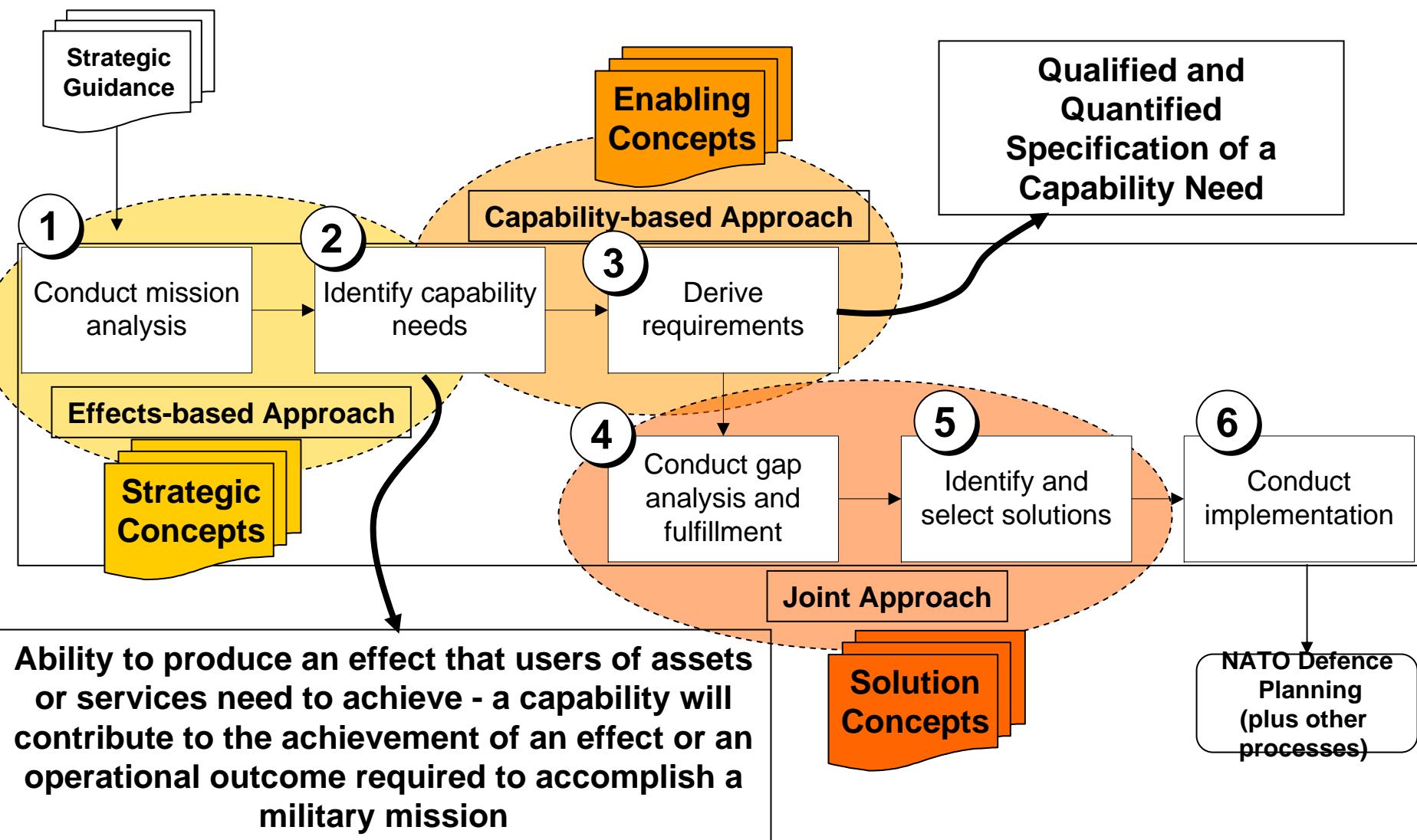
IMPLEMENT IN NATO & NATIONS

**FORCE PROPOSALS, TRAINING, CAPABILITY PACKAGES**

# From Strategic Vision to Strategic and Operational Concepts

- ACT has begun to develop supporting documents, including:
  - **Concept for Alliance Future Joint Operations**
  - **NATO Network Enabling Capability Foundation**
  - **Concept for Joint Intel Surveillance & Reconnaissance (JISR) in Future Alliance Operations**
- Anticipate the development of many lower level and supporting concepts

# Capability Development Cycle



# ***Military Capability***

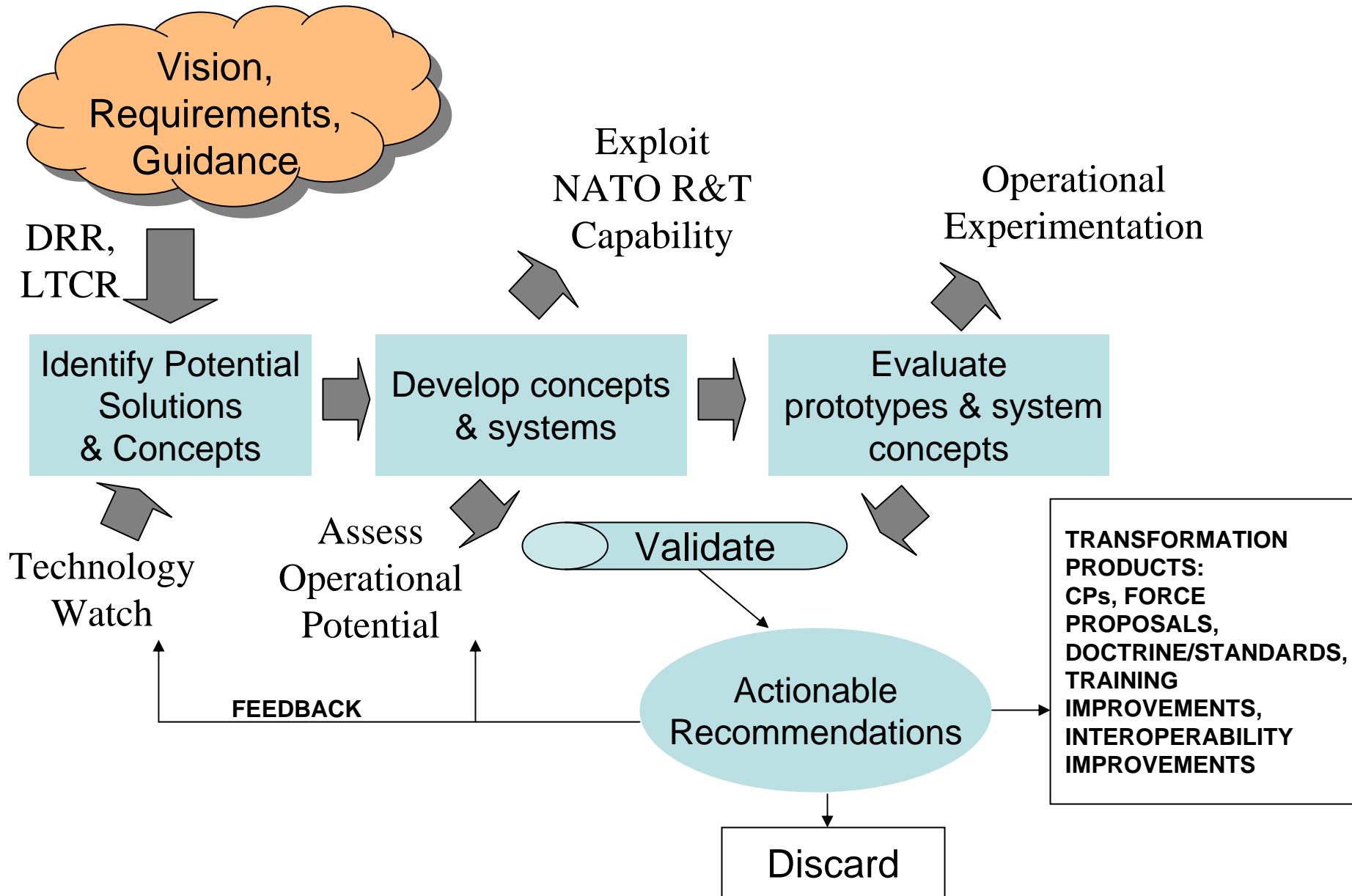
Military concept and **Doctrine**  
**Organisation**  
**Training**  
**Materiel**  
**Leadership development**  
**Personnel**  
**Facilities**  
**Interoperability**

# *Future Capabilities R&T (FCRT)*

## **Role of FCRT:**

- Analysis of Strategic Concepts
- Capability Requirements Analysis
- R&T gap analysis and coordination
- Scientific programs of work at NC3A & NURC
- Operational Analysis

# Transformation Critical Path



# *Analysis Collaboration*

- **Methods for assessing non-traditional operations**
  - Stabilisation, Urban, etc
- **Effectiveness criteria for NRF (incl NEC)**
- **Methods for measuring and combining political, military, economic, etc. effects**
- **Multinational, multi-discipline teams for technology workshops and evaluating experiments**

# SAS 055 Symposium

## Analytical Support to Defence Transformation



# ***Questions?***

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# Back up

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26

# Long Term Capability Requirements

- LTCR study (in 2003)
  - identified military requirements post 2010 for R&T
- LTCR Review (ongoing):
  - Aligns LTCRs to Transformational Objective Areas
  - Eliminate duplication - rationalize related LTCRs
- Long Term Requirements Study (LTRS)
  - Provide sound analytical basis to derive future Long Term Capability Requirements
  - Beyond current Defence Planning timeline
  - LTRS – long term (~2015-2030), qualitative
  - Integrate ACT's future concepts development

# Common Information Database for the NATO R&T Community

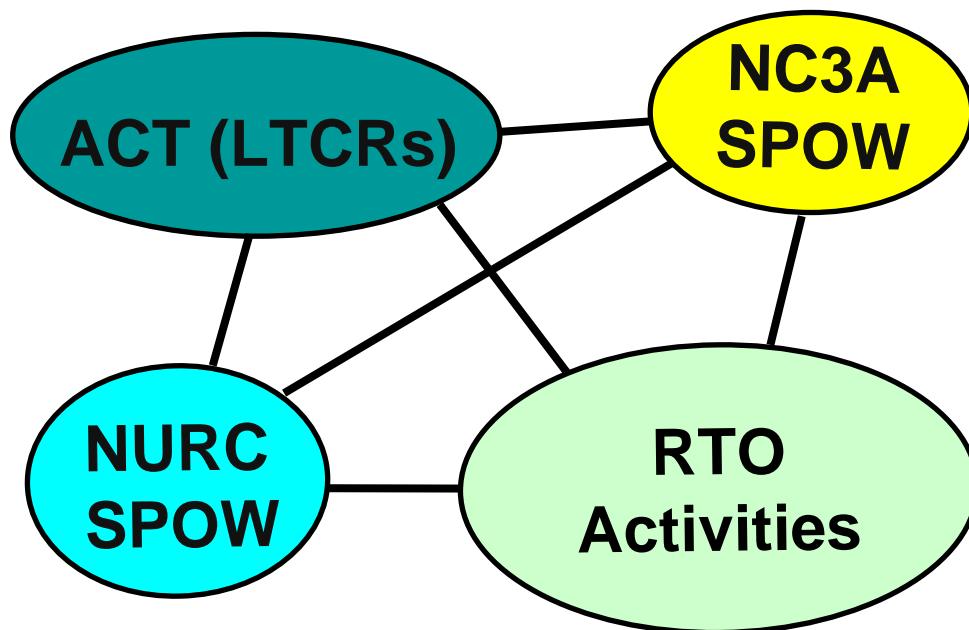
## The Problem:

- Tracking ongoing projects addressing future capabilities across NATO research, technology and armaments communities (RTO, NC3A, NC3B, NURC, CNAD etc)
- Achieving current overview of “who is doing what”
- Locating specific expertise
- Linking R&T activities to requirements (eg LTCRs)
- Constantly changing data
- Unequal projects (eg short term vs long term; technology research vs system development etc)

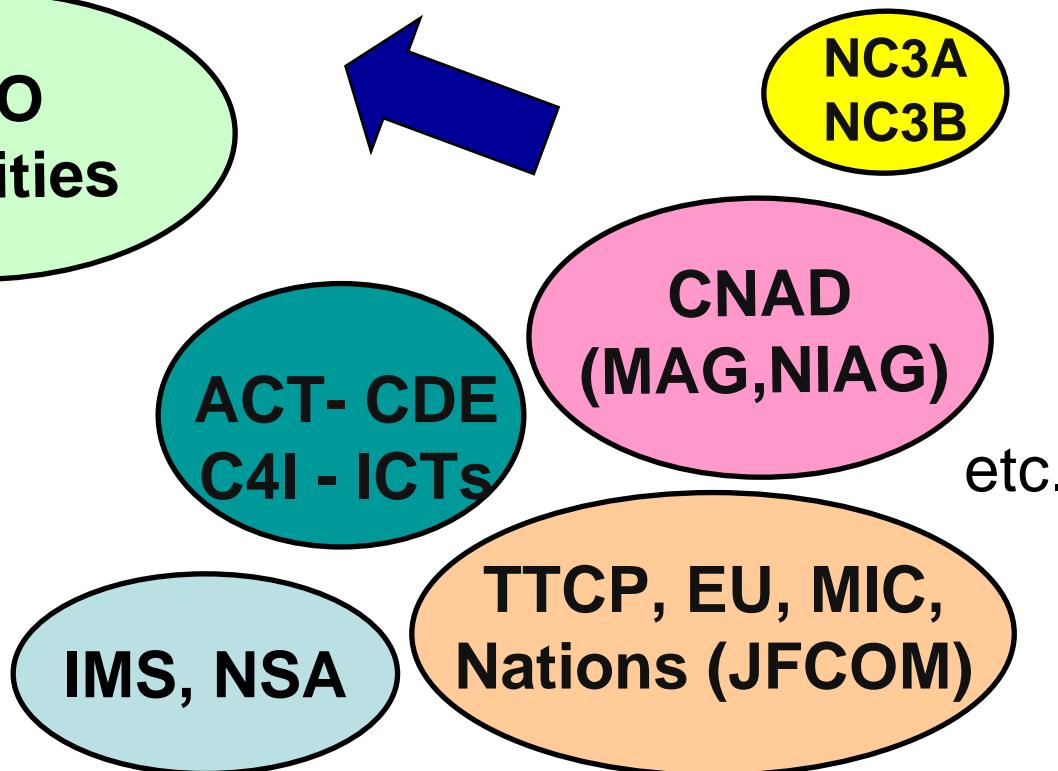
## The Solution:

- Linked independent databases using common reference Taxonomy

# Step 1: Coordinate R&T information for RTO, NURC, NC3A and ACT



**Step 2: Incorporate  
other R&T  
information**



# Concept Development and Experimentation (CD&E) Plan

## *Major Initiatives*

- Experimentation with NATO Effects Based Operations (EBO) process
- Decision Superiority at the Political, Strategic, Operational and Tactical levels
- Key Concept Areas for NRF performance and effectiveness

# 2005 Experimentation Events/Concepts

## ALLIED REACH

Effects Based Planning  
NRF C2  
Refinement

MNE LOE  
Knowledge Mgt

**BATTLE GRIFFIN**  
TIDE, CIE,  
ONA,  
LCCIS,  
ACCIS,  
CIA-COP

Jan

**CRISIS MANAGEMENT EXPERIMENT**  
Decision Superiority, EBP,  
NATO IA Coord

**ALLIED ACTION**  
TBD

MNE LOE  
EBO  
Tools, MN  
IOE

Apr

**JOINT WARRIOR INTEROPERABILITY DEMONSTRATION**  
CIE, EBP Tools,  
LOG Tools

MNE LOE  
ETO  
Development

**CCID DEMO**  
CCID  
**CBIS DEMO**  
CBIS

Jul

**ALLIED WARRIOR**  
TBD  
**MNE LOEs**  
Strategic Context,  
CIACG

Oct

MNE LOEs  
ISR, CIS  
Date TBD

**VIKING**  
TIDE, LCCIS,  
ACCIS

Dec

## **Analysis in Allied Command Transformation**

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